

DD/S 72-1265

3 J MAR 72

MEMORANDUM FOR: Deputy Director of Training

SUBJECT : Comments on OTR Draft Paper, "Training  
and Career Development"

REFERENCE : OTR Draft (sent to ADD/S 20 Mar 72)

Rod:

I appreciate the opportunity to comment on your draft paper. Aside from some relatively minor criticisms described later, I have only one problem. I am not convinced, as apparently you are, that sanctions are undesirable. In fact, sanctions seem to be justified when we realize that only half of all professionals entering on duty in FY 1971 attended the Intelligence and World Affairs Course even though it is required by HR [ ] Undoubtedly, part of the problem is that the regulation does not provide a sanction for those who do not comply with it. Except in cases where waivers are justified, I am inclined to favor a sanction that would prohibit even an in-grade raise until the IWA is completed. While I have my doubts about sanctions at the midcareer level, I must reluctantly admit that it may be the only way to ensure that the majority of our employees receive the core courses described in your paper. In any event, this subject requires discussion among OTR, OP, and O-DD/S officers, and later, among the Deputies. Incidentally, I notice on page 9, paragraph 2, of referent memorandum that reference is made to HR [ ] in the context that it contains an "already existing sanction." While the IWA predecessor courses are required by regulation, I am unable to identify a sanction for failure to comply.

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In discussing the midcareer core courses, such as the Advanced Intelligence Seminar (AIS) and the Midcareer Course (MC), I cannot help but wonder how we can propose these as required midcareer training yet imply that OTR can only train 100 in the AIS and 128 in the MC. As you have pointed out elsewhere, the present OTR student load capability for yearly mid-career training is substantially below the number of employees who become eligible each year for such training. Since OTR certainly cannot expect to increase its ceiling, I wonder how you would train the additional eligible employees with existing resources, assuming core midcareer courses become mandatory.

Page 7, paragraph 2 -- I was under the impression that OTR does control student acceptance which in effect controls selection, particularly in the AIS. Perhaps this should be clarified in your paper.

MORI/CDF Pages 1 and 2

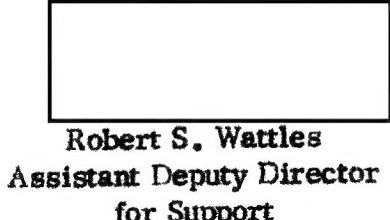
SUBJECT: Comments on OTR Draft Paper, "Training and Career Development"

Page 8, section 5 -- I believe we have to be cautious in making statements about "insufficient resources." While I understand the point you are trying to make, there should probably be an accompanying phrase about maintaining the quality of instruction and use of the most appropriate pedagogical techniques. I think it is rather obvious that any course, given a suitable physical location, can handle additional students by sacrificing quality of instruction. Our emphasis on "insufficient resources" may do us more harm than good.

Page 9, paragraph 3 -- My reaction to the paragraph beginning "Moreover . . ." is that it simply is not a relevant argument against sanctions. I think it detracts from the overall quality of your paper.

Page 13, paragraph 3 -- I believe the FRQ already contains a section on training. Consequently, you may want to rephrase this paragraph to suggest more attention to the subject.

STATINTL



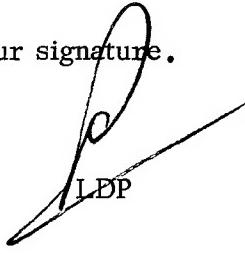
Robert S. Wattles  
Assistant Deputy Director  
for Support

Att: Ref draft

EO-DD/S:LDP:es (31 Mar 72)

Distribution:

Orig & 1 - Adse w/draft  
✓1 - DD/S subject  
1 - DD/S chrono

<b>TRANSMITTAL SLIP</b>		DATE 31 March 1972
TO: Mr. Wattles		
ROOM NO.	BUILDING	
REMARKS:  Recommend your signature.  		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

30 March 1972

NOTE FOR: Mr. Wattles

SUBJECT : Comments on OTR Draft Paper, "Training and Career Development"

1. OTR may be missing the boat by taking a strong position against sanctions. I am impressed that half of all FY 1971 EOD's (professionals) did not take the Intelligence and World Affairs Course (IWA) even though it is required by HR [redacted]. Part of the problem is that the regulation does not provide a sanction for those who do not comply with it. Except in cases where waivers are justified, the regulation should prohibit even an in-grade raise until the IWA has been completed. I clearly favor this sanction early in an employee's career. I am not so sure about later sanctions, but I must reluctantly admit that it may be the only way to ensure that the majority of our employees receive the core courses described in the OTR paper. In any event, this subject requires discussion among OTR, OP, and O-DD/S officials and, later, among the Deputies. The Executive Director-Comptroller's suggestion deserves a full measure of consideration and we should not buy the OTR objections to sanctions unless they actually represent the best DD/S position.

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2. Page 7, paragraph 2 -- OTR does control student selection to the AIS; hence, the statement in referent paragraph is not accurate.

3. Page 8, section 5 -- I don't buy the "insufficient resources" statement unless it is coupled with a phrase about existing quality of instruction and pedagogical techniques. Any course can handle additional students by sacrificing quality. We must be attentive to this and to innovative techniques that permit fewer instructors to do a better job with more students.

4. Page 9, paragraph 2 -- Statement about "already existing sanction" is erroneous. There is a regulatory requirement, but a sanction is not provided.

5. Page 9, paragraph 3 -- The entire paragraph beginning "Moreover . . ." is gratuitous and should be deleted. It simply is not a relevant argument against sanctions.

6. Page 13, paragraph 3 -- A section exists in the current FRQ for a statement about recommended training. Consequently the OTR suggestion should be rephrased.



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